United Nations DP/FPA/2018/4 (Part II)

Executive Board of the United Nations Development Programme, the United Nations Population Fund and the United Nations Office for Project Services

Distr.: General
26 March 2018

Original: English

Annual session 2018
4 June to 8 June 2018, New York
Item 10 of the provisional agenda
UNFPA – Annual report of the Executive Director

UNITED NATIONS POPULATION FUND

Report on the recommendations of the Joint Inspection Unit in 2017

Report of the Executive Director

Summary

In line with General Assembly resolution 59/267, this report provides a synopsis of UNFPA management responses to the recommendations of the Joint Inspection Unit (JIU), and draws attention to specific recommendations directed to the legislative organs of the United Nations system organizations. The present report focuses on the eight JIU reports and one management letter relevant to UNFPA issued in 2017. Of the total 44 recommendations issued in reports relevant to UNFPA in 2017, 31 are addressed to UNFPA: 23 to UNFPA management and 8 to the legislative organs. The present report provides UNFPA management responses to the relevant recommendations and includes an update of the implementation status of recommendations contained in reports issued by the JIU in 2015 and 2016.

Elements of a decision

The Executive Board may wish to take note of the present report, especially those aspects of the JIU reports that have particular relevance to the work of UNFPA.

I. Overview of Joint Inspection Unit reports and notes

1. The present report provides a summary of the reports issued by the Joint Inspection Unit (JIU), which are of relevance to UNFPA issued and were received since the previous report to the Executive Board [DP/FPA/2017/4 (Part II)]. This includes eight reports, one note and one management letter.

(a) Knowledge Management in the United Nations system (JIU/REP/2016/10);

(b) Administration Support Services – The role of service centres in redesigning administrative service delivery" (JIU/REP/2016/11);

(c) Donor-led Assessment of the United Nations system organizations; (JIU/REP/2017/2);

(d) Review of air travel policies in the United Nations system: achieving efficiency gains and cost savings and enhancing harmonization (JIU/REP/2017/3);

(e) Outcome of the review of the follow-up to the Joint Inspection Unit reports and recommendations by the United Nations system organization (JIU/REP/2017/5);

(f) Results-based management in the United Nations development system: analysis of progress and policy effectiveness (JIU/REP/2017/6)[1]; and Results-based management in the United Nations system; Description of a high-impact maturity model for managing and achieving results: benchmarking framework, stages of development and outcomes (JIU/NOTE/2017/1);[2]

(g) Review of donor reporting requirements across the United Nations system (JIU/REP/2017/7); and

(h) Follow-up to 'Review of enterprise resource planning (ERP) systems in United Nations organizations' (JIU/REP/2012/8)" (JIU/ML/2017/1).

2. Further, as a member of the United Nations system Chief Executives Board for Coordination (CEB), UNFPA has continued to contribute to the drafting of consolidated responses to JIU reports, which are including herein, if available when drafting this report.

3. The management responses to the relevant recommendations in the JIU reports, note and management letter are provided in Section II. The status of past recommendations addressed to UNFPA is included in Section III. Annex 1 to the present report provides a statistical summary of documents that are subject to the present reporting; annex 2 and annex 3 provide information on the implementation status of recommendations issued in 2016 and 2015, respectively; annex 4 contains an overview of the recommendations of the JIU reports included in this document relevant to UNFPA and for consideration by the legislative body; and annex 5 outlines the topics of relevance for UNFPA in the JIU work programme for 2018.

II. Synopsis and review of relevant Joint Inspection Unit reports and recommendations

A. Knowledge management in the United Nations system (JIU/REP/2016/10)

4. The review assessed the preparedness for knowledge management across the United Nations system. The existence of a strategy, policy documents, and/or guidelines aimed at defining, institutionalizing and operationalizing knowledge management was the primary focus of the five criteria used for assessment. The review found that knowledge management was not yet a strategic priority in all United Nations system organizations, and there were no common practices accepted or shared system-wide. The review indicated that the main common element of a preparedness framework was the existence of a vision of knowledge management irrespective of the form in which such visions were expressed.

5. Some organizations had already adopted knowledge management strategies. Following different paths, they put in place basic elements of knowledge management at conceptual or operational levels. Where such strategies existed, they included, to different extents, policies and measures that dealt with the other elements of the preparedness framework. The report suggested that the existing knowledge management strategies that had passed the test of time

[1] The review was presented in two separate documents: a summary report – presented herewith to the Executive Board; supported by a longer report, with details on evidence and technical analyses. The comments of the CEB on the report were not finalized at the time of completing this report.

[2] Since the report and the note cover the same topic, they are addressed in consecutive sections in this report.

and relevance could inspire or help other willing organizations to adopt their own strategies. The scope and contents of strategies could be adapted to the specific mandates of concerned organizations. The review concluded that intellectual resources necessary to draft knowledge management strategic frameworks did exist in all the organizations, at the headquarters and field levels.

6. An underlying assumption of the report was that knowledge management can be improved within existing resources. Special attention was paid to the role of human resources as the prevailing factor in the knowledge management processes. There was a latent virtuous circle that can be activated to valorise knowledge and human resources that are currently underutilized, in each organization and system-wide. The recommendations followed the structure of the preparedness framework and tried to enhance the role of knowledge management in service of the 2030 Agenda for Sustainable Development. They focused on filling the existing gaps in knowledge management system-wide, based on the existing practices; valorising better the human resources and the knowledge they acquire in their organizations; and stimulating common system-wide initiatives in general and in the specific context of the 2030 Agenda.

7. The report contains seven recommendations. Three (recommendations 1, 3 and 4) are relevant to UNFPA and are all addressed to the Executive Director.

8. UNFPA fully supports all three recommendations and aligns itself with the CEB answer to the report (A/72/325/Add.1). In particular, the knowledge management strategy supports the UNFPA Strategic Plan in ensuring that high-quality knowledge is generated, acquired, shared and used by staff and partners, thus contributing to better programme design and implementation as well as operational efficiency (recommendation 1). Regarding staff capacity building, UNFPA will strengthen its efforts, mainstreaming knowledge management through its staff performance appraisal system and business unit workplans, including relevant and meaningful indicators specific to each context (recommendation 3). UNFPA has implemented policies and procedures for the retention and transfer of knowledge for retiring, moving and departing staff (recommendation 4).

B. Administrative support services: the role of service centres in redesigning administrative service delivery (JIU/REP/2016/11)

9. Against the backdrop of initiatives by United Nations system organizations to improve the efficiency and effectiveness of administrative support services, the review examined the experience of seven organizations in consolidating service delivery in service centres in lower cost locations.

10. Although cost reduction has in most cases been the main driver, other objectives were relevant as well, such as improved service quality, reduced risk and enhanced mission focus. The review highlighted the challenges and opportunities related to establishing such service centres, in terms of design and implementation, e.g. regarding customer service orientation and performance management, and human resources. In reviewing the role of governing bodies in the seven organizations examined, the review determined that a uniform approach was not realistic. The review also called for greater inter-agency cooperation.

11. The report contains five recommendations, of which none are addressed to UNFPA. UNFPA noted the CEB answer to the report (A/72/299/Add.1). UNFPA recognized the value of the report, in view of its own efforts in this area, and aligned itself with the views shared and points raised in the answer of the CEB to the report.

C. Donor-led assessment of the United Nations system organizations (JIU/REP/2017/2)

12. The report reviewed the various approaches and practices regarding donor-led assessments in the United Nations system and identified areas of common challenges and concerns. According to the review, donors are undertaking their own assessments of United Nations entities and of the programmes they finance to ensure that their funds have been used efficiently, for the intended purposes and with the expected levels of accountability. These bilateral assessments have been proliferating in recent years, giving rise to expressions of concern from the managements and oversight bodies of United Nations organizations. Many organizations view them as a challenge, requiring them to devote resources and staff time and leading at times to duplication and overlap, despite their perceived value as inspiring introspection and reform.

13. The review encouraged ways to enhance the confidence and reliance of donors on oversight reports by further strengthening the audit, investigation and evaluation functions of the organizations and fulfilling the assurance needs of donors with the work performed by the existing oversight bodies. Equally, the review suggested that organizations work closely with donors to increase their own understanding of donors' requirements, expectations and needs. The review recommended improving reporting on results and participating in initiatives such as the International Aid Transparency Initiative. It also called for better sharing of donor assessments, to help reduce the risk of overlap and duplication among these assessments; as well as to provide the stakeholders concerned with a broader evidence base for their assessments. The report further recommended establishing a central function for coordinating the multiplicity of assessments, including for managing the information provided to donors, ensuring its consistency and tracking the follow-up actions on assessment findings and recommendations – which overall would allow for organizational learning and improvement. Further, the report advocated initiating and sustaining a high-level dialogue with donors to determine shared priorities and define a multi-stakeholder assessment platform with a robust framework and methodology to reduce the need for additional bilateral assessments.

14. The report includes six formal recommendations, further to 11 informal suggestions for improvement. Half the recommendations are addressed to the Executive Board (recommendations 1, 2 and 5) and the other to the Executive Director (recommendations 3, 4 and 6).

15. UNFPA considers that the report presents a useful overview of the various approaches, arrangements and practices for donor assessments. UNFPA aligns itself with the comments presented by the CEB (A/72/298/Add.1), including on areas of challenges and concerns. The organization would like, nevertheless, to underline some specific aspects as indicated below.

16. Regarding publicly disseminating donor assessments (recommendation 1) and the need to evaluate the MOPAN methodology (recommendation 2), UNFPA stands ready to support these efforts as appropriate. Regarding the provision of adequate resources to the audit and evaluation functions to provide the level of assurance expected by donors (recommendation 5), UNFPA supports the call for legislative bodies to identify and provide resources to these fiduciary oversight functions, to the extent that there is a proven correlation with the level of assessments and that otherwise, this would not adversely affect the resources devoted to the UNFPA mandate, its institutional capacity and its management oversight.

17. Regarding having a central focal point for coordinating the information flow related to donor assessments, UNFPA notes that it has already such a measure in place (recommendation 3). As for the Executive Director to engage with donors on the key elements in their assessments, and to encourage in turn the audit and evaluation functions – with due regards to their independence – to incorporate these elements into their respective work (recommendation 4), it is noted that a focus on all (or some) donor conditions may divert these independent

functions, reporting to the governing bodies, away from reviewing key risks and issues of the organization as a whole, especially without commensurate funding from the donors involved.

18. UNFPA considers that the report offers a good opportunity to initiate a high-level dialogue with donors at the United Nations system level (recommendation 6), but some organization- and mandate-specific dialog should be retained. It is further reminded that existing governance structures already provide opportunities for engagement and consultation with donors – and with programme countries – to ensure appropriate consideration of their interests and priorities.

D. Review of air travel policies in the United Nations system: achieving efficiency gains and cost savings and enhancing harmonization (JIU/REP/2017/3)

19. The review was undertaken following calls from the General Assembly to improve the management, efficiency and effectiveness of air travel resources. The report assessed relevant air travel policies, rules and practices across United Nations system organizations. The report found that in the period 2012–2015, 24 United Nations system organizations spent approximately US$ 4 billion ion air travel and related expenses, (i.e. airline tickets, daily subsistence allowances, lump-sum entitlements, terminal expenses and shipments) and excludes expenditures incurred by peacekeeping operations and political missions. The report noted that the overall figure would have been even higher had all organizations submitted complete data.

20. The review found that there were considerable variations among organizations in the standards of accommodation that need to be addressed, and recommended that organizations better factor in emergent opportunities and challenges in the air travel industry, modernize air travel tools and strengthen collaboration with service providers to increase efficiency gains and cost savings. Concrete measures proposed include implementation of integrated travel modules in enterprise resource planning systems, periodic risk assessments and audits of air travel, eliminating entitlement to first class travel and utilizing premium economy as an alternative to business class where possible.

21. The report contains nine recommendations, of which four are relevant to UNFPA. One is addressed to the Executive Board (recommendation 1) and four to the Executive Director (recommendations 4-6). The report further includes 34 suggestions to enhance travel management practices, increase the accountability of managers who approve travel and promote inter-agency coordination and cooperation and identifies good practices and lessons learned to promote system-wide harmonization.

22. While aligning itself to the comments made by the CEB (A/72/629/Add.1), UNFPA would like to stress particular aspects as follows. UNFPA recommends to exercise caution when interpreting the data presented given the methodological discrepencies between organizations and, hence, the nature and scope to the data provided.

23. Regarding establishing a consistent cost threshold below which the most direct route may be selected in lieu of the most economic route (recommendation 1), UNFPA has already implemented this recommendation. On ensuring that effective measures are taken to enforce and monitor compliance with the advance purchase policy, including incorporation of advance planning rules and key performance indicators in travel policies that are regularly measured (recommendation 4), UNFPA has implemented this recommendation for all air travel originating from headquarters, and will expand it to offices away from headquarters with the foreseen introduction of the travel module in its future enterprise resource planning system.

E. Outcome of the review of the follow-up to the Joint Inspection Unit reports and recommendations by the United Nations system organization (JIU/REP/2017/5)

24. The review of the follow-up to Joint Inspection Unit reports and recommendations by the United Nations system organizations is the first since the General Assembly endorsed a system to follow up on the reports and recommendations of the Unit in its resolution 54/16 in 1999. The review found that the follow-up process had evolved differently in the various United Nations system organizations, as captured by the maturity matrix developed in collaboration with all the participating organizations.

25. The review assessed the follow-up mechanisms with the participating organizations of the Joint Inspection Unit and the functionality of the web-based tracking system. In essence, it examined the focal point function in all participating organizations; assessed the rates of acceptance and implementation of recommendations; and re-examined the processes in place to disseminate the Unit's reports and how the reports are considered, how governing and legislative bodies take decisions on the recommendations of the Unit and how the recommendations are monitored and reported upon. Finally, the review identified good practices for enhancing the follow-up of reports and recommendations of the Unit, and set out expected and required improvements by each organization.

26. The report contains seven recommendations of which five are of relevance to UNFPA: three are addressed to the Executive Board (recommendations 1-2 and 4) and two for the Executive Director (recommendations 5-6)

27. While UNFPA identifies itself with the comments provided by the CEB (A72/704/Add.1), the organization would like to stress further some specific aspects as follows. UNFPA recalls that consideration of reports and recommendations of the Unit, and the modality thereby, is the sole prerogative of the Executive Board (recommendations 1-2). Reporting yearly to the Executive Board on all recommendations issued by the Unit until their closure (recommendation 4) would require a different approach in terms of reporting to and time devoted by the Executive Board to this matter.

28. As to the strengthened verification and monitoring procedures on the implementation of recommendations advocated in the report (recommendation 5), UNFPA notes that this would require additional financial and human resources in a context of finite budgets. UNFPA has so far leveraged, wherever possible, the knowledge from its audit and evaluation recommendation follow-up processes, and the experience from its senior oversight personnel. Regarding the consideration by the CEB of recommendations fostering coordination and cooperation (recommendation 6), UNFPA will support the Secretary General's efforts, as necessary.

F. Results-based management in the United Nations development system: analysis of progress and policy effectiveness (JIU/REP/2017/6)

29. United Nations system organizations have been implementing results-based management since 2002. Resolutions on the triennial, then quadrennial comprehensive policy review of operational activities for development of the United Nations system adopted between 2004 and 2016 have highlighted the value of results-based management.

30. The study highlighted the relevance of results-based management in the current context and analysed, for 12 organizations and five management areas, the progress made in implementation since 2002, the stage of implementation in 2015 and the added value or difference made from implementing results-based management. It presented factors that influence and constraints to the advancement of results-based management. In answering the policy question of whether results-based management should be continued, the study presented recommendations for a way forward in the continued implementation of results-based

management as a management strategy and drew attention to the need for alignment with the imperatives of the 2030 Agenda.

31. The added value of results-based management is enhanced when there is a balance in the use of results information to address accountability and learning. Other key dependencies are coherence within the United Nations system and new systems and governance structures that respond to the demands of managing for outcomes that are conjoined in nature, such as system-wide evaluation of operational activities, joint management and collective accountability. The sustainability of results-based management relies on partnerships and on the development of national systems and capacities for results-based management, evaluation and statistics.

32. The review acknowledged the vast range of pilots and new tactical initiatives created to implement the 2030 Agenda that are supportive of the continued development of results-based management. The report highlighted the need for a well-defined United Nations system-wide strategic framework.

33. The report includes seven recommendations, of which six are of relevance for UNFPA: five are addressed to the Executive Director (recommendations 1-5) and one to the Executive Board (recommendation 6).

34. UNFPA has a well-defined, comprehensive and holistic policy on results-based management which, since its comprehensive reviews in 2008/2009 and in 2011, has been setting the infrastructure needed for effective results-based management. Beginning in 2014, additional critical elements have been progressively introduced and key milestone achieved, including: (a) a stronger strategic plan and an integrated results and resource framework, linking results to resources; (b) a programme accountability framework spelling out, by result level, the organization's accountability; (c) an online system for results planning, monitoring and reporting; (d) quality assurance processes for ensuring that programming is based and focuses on results; (e) procedures and tools for management to quarterly assess and make decision based on progress towards results; and (f) regular region-based trainings for strengthening staff skills in results-based management. Further, UNFPA is updating its results-based management policy (a) to capture all elements introduced since 2014 and (b) to respond to the 2030 Agenda and the United Nations reform needs and principles (recommendation 1).

35. The new strategy will also create a space for the use of innovation in mainstreaming results-based management across the organization's mandate areas, as well as the systematic documentation and assessment of the value of innovation management. On results culture (recommendations 3-4), UNFPA is supportive of capacity development in results-based management to be extended beyond programming, planning, monitoring and evaluation, to address also staff behavior and performance as well as managerial skills. To foster a culture of results and to encourage the systematic use of information on results, including from evaluation, UNFPA is currently developing a new "introduction to results-based management" e-learning course as well as a managerial certification which will include results-based management and evaluation skills (recommendation 5).

36. UNFPA will report to the Executive Board on progress made in implementing its strategic plan 2018-2021, both for accountability and for learning purposes (recommendation 6). UNFPA cautions on establishing a permanent inter-agency mechanism for guiding harmonization of results-based management in the United Nations system (recommendation 2) and would recommend, instead, that harmonization be mainstreamed in already existing – even if, in some instances, informal – mechanisms such as the United Nations Strategic Planning Network or the strategic plan inter-agency work between UNDP, UNFPA, UNICEF and UN-Women.

G. Results-based management in the United Nations system: description of a high-impact maturity model for managing for achieving results – benchmarking framework, stages of development and outcomes (JIU/NOTE/2017/1)

37. This note is a companion document of report JIU/REP/2017/5 presented above.

38. The high-impact model for results-based management seeks to provide a common framework that is operational – a need highlighted by many interlocutors as extremely important in establishing the identity and an appropriate level of interoperability of results-based management in the United Nations system. It is considered a living document – for continued use and for further development, and as a basis for harmonization and information sharing across organizations.

39. Its components include (a) elaborating on the way results philosophy and principles are mainstreamed into management areas; (b) a benchmark against which organizations can assess their efforts in mainstreaming results-based management and hold a coherent dialogue with governing bodies and with other organizations. Further, the model (c) allows comparability in conducting system-wide reviews or evaluations and, hence, provides a reliable basis for developing policy direction for the collective advancement of results-based management in the United Nations system.

40. Its use is expected to strengthen the level of development of results-based management and enhance conceptual coherence and collective impact consistent with the imperatives for integration and interdependence set forth in the 2030 Agenda. Lessons based on experience suggest that this can only happen with clear leadership support.

41. The note includes two recommendations addressed to the Executive Director. It calls for endorsing the framework and assessment methodology for use in the development of results-based management – to which UNFPA concurs (recommendation 1). Regarding establishing an inter-agency mechanism to enhance collaboration in the use and further development of the framework (recommendation 2), UNFPA reiterates its views expressed in paragraph 34 above on the same point.

H. Review of donor reporting requirements across the United Nations system (JIU/REP/2017/7)

42. The rise in voluntary contributions – most of which specified or earmarked – over the past two decades has been dramatic. In the United Nations system, voluntary contributions amounted to about 70 per cent of total revenue in 2015. In addition to the organization's corporate reporting to its governing body, most donors demand detailed individual reports, both financial and programmatic, on the activities undertaken utilizing their earmarked contributions. Donors stipulate specific requirements that vary significantly in format, detail and periodicity – resulting in a dramatic rise in the number of individual donor reports, which may run, on an annual basis, into hundreds or even thousands for many organizations, leading to additional transaction costs.

43. The report identified ways to improve donor reporting, better address donor needs and *requirements and enhance the* standing of the United Nations system as a responsive and valuable partner. It explored possibilities for standardization and streamlining, including developing a common reporting template.

44. The report recommends, inter alia, that organizations should engage with donors in a high-level strategic dialogue in line with the Secretary-General's proposal for a funding compact. In the spirit of partnership, the views both of organizations and of donors should be taken into account. One of the critical elements of the dialogue should be the adoption of donor

reporting templates that accommodate the common information needs and requirements of donors as well as the regulatory frameworks and capacities of the organizations.

45. During negotiations for individual contributions, organizations and donors should agree at the outset on the needs and requirements, their feasibility and the attendant resource implications, including recovery by organizations of the additional costs for ad hoc information and reporting requests. All relevant offices, notably finance and legal offices, should be consulted in a timely manner. Appropriate guidance and training on donor reporting, periodically updated, will foster compliance with the organization's rules and provisions and support coherence of reporting. Executive heads should encourage better access to, and dissemination of, information concerning donor reporting and maintain a corporate repository for all contribution agreements and donor reports.

46. It is further suggested to defining a minimum threshold for contributions below which only standard reporting would be provided, together with methodologies for calculating reporting costs. Organizations should ensure that their policies for the management of voluntary contributions are adequate, that they possess robust project management systems, and that their enterprise resource planning and other management information systems possess the necessary functionalities. The risks related to donor reporting need to be mitigated, and quality assurance processes for donor reports should be strengthened.

47. The report contains seven formal recommendations; two of which are addressed to the Executive Board and five to the Executive Director. It further includes 15 informal recommendations as additional suggestions for effecting improvement.

48. UNFPA welcomes the report which highlights several important issues on donor relations, from negotiating agreements to providing assurance – which is a wider scope than the report title may suggest. UNFPA generally supports recommendation 1 to 6, and has already many of them in place. Regarding recommendation 7, UNFPA notes that undertaking specific audits and evaluations to fulfil donor requirements requires a governance structure, resourcing level, organizational set-up and skill set of these two fiduciary oversight functions different than today.

I. Follow-up to "Review of enterprise resource planning (ERP) systems in United Nations organizations" (JIU/ML/2017/1)

49. The management letter noted that cloud-based technologies provide easy-to-deploy, scalable solutions for data storage, often at a lower cost than the solutions currently used by organizations. The management letter further noted that third-party hosting solutions, including public cloud solutions, may raise confidentiality concerns with regard to sensitive data and for the protection of intellectual property, and that any relevant contract or agreement should therefore include appropriate legal provisions. In this regard, the inspectors decided to issue a management letter requesting the executive heads of the participating organizations to inform the Unit of any action taken individually or jointly to formulate cloud computing policies and/or frameworks, including legal provisions to ensure data privacy and security. They also requested the CEB Information and Communication Technology Network to inform the Unit of the current status and progress made in the development of a United Nations system-wide policy on cloud-based solutions. .

50. As suggested during the 28th CEB Information and Communication Technology Network in May 2017, if a common framework cannot be developed, then each United Nations system organization should develop its own risk-based policy on cloud-based solutions. Considering the known status of development of the common framework and the current initiatives under way at UNFPA, the organization will develop its own risk-based cloud hosting and management policy, while keeping in constant communication with the CEB Information and Communication Technology Network.

III. Status of UNFPA implementation of Joint Inspection Unit recommendations

51. In accordance with United Nations General Assembly resolution 60/258, requesting the JIU to enhance dialogue with participating organizations to strengthen the implementation of its recommendations, the JIU requested information on the follow-up to recommendations issued in 2016 and 2015. Annexes 2 and 3 of the present report provide an update of the implementation status of these recommendations.

52. Of the 38 recommendations issued by the JIU in 2016 that are relevant to UNFPA, 17 recommendations (45 per cent) have not been accepted or are under consideration, while 11 (29 per cent) have been implemented and 13 (34 per cent) are in progress or yet to be started.[3] Similarly, of the 20 recommendations of relevance to UNFPA issued in 2015, 6 recommendations (15 per cent) have not been accepted or are under consideration, while 5 recommendations (13 per cent) have been implemented and 9 recommendations are in progress or to be started (23 per cent). Further details are provided in the web-based JIU follow-up system accessible to Member States.

53. UNFPA is committed to following up on the implementation of the remaining recommendations relevant to UNFPA and to continuing its contribution to the various JIU initiatives in the future.

[3] Status as at end January 2018.

ANNEX 1
Summary of reports, note and management letter included in this report and of relevance to UNFPA

Report symbol	Report name	Total recommendations	Relevant to UNFPA	Of which recommendations directed to the Executive Board
JIU/REP/2016/10	Knowledge Management in the United Nations system	8	3	-
JIU/REP/2016/11	Administrative support services: The role of service centres in redesigning administrative service delivery	-	-	-
JIU/REP/2017/2	Donor-led Assessment of the United Nations system organizations	6	6	3
JIU/REP/2017/3	Review of air travel policies in the United Nations system: achieving efficiency gains and cost savings and cost savings and enhancing harmonization	9	4	1
JIU/REP/2017/5	Outcome of the review of the follow-up to the Joint Inspection Unit reports and recommendations by the United Nations system organization.	7	5	1
JIU/REP/2017/6;	Results-based management in the United Nations development system: analysis of progress and policy effectiveness	7	6	1
JIU/NOTE/2017/1	Results-based management in the United Nations system; Description of a high-impact maturity model for managing and achieving results: benchmarking framework. stages of development and outcomes (JIU/NOTE/2017/1)	-	-	-
JIU/REP/2017/7	Review of donor reporting requirements across the United Nations system	7	7	2
JIU/ML/2017/1	Follow-up to 'Review of enterprise resource planning (ERP) systems in United Nations organizations' (JIU/REP/2012/8)'	-	-	-
Total for 2017		**44**	**31**	**8**

The following JIU reports dated 2017 are not relevant to UNFPA:

JIU/REP/2017/1 – Review of Management and Administration in the United Nations Industrial Development (UNIDO)

JIU/REP/2017/4 – Review of Management and Administration in the Universal Postal Union (UPU)

ANNEX 2

Status of implementation of JIU recommendations dated 2016, as at 31 January 2018

Report symbol	Report title	Total recommendations	Relevant to UNFPA	*Of which to governing bodies*	Implementation status of UNFPA relevant recommendations		
					Not accepted/ under consideration	Implemented	In progress/ to be started
JIU/REP/2016/2	Succession Planning in the United Nations System Organizations	4	3	1	1	-	2
JIU/REP/2016/4	Fraud prevention, detection and response in United Nations system organizations	16	16	1	1	7	8
JIU/REP/2016/5	Evaluation of the Contribution of the UN Development System to Strengthening National Capacities for Statistical Analysis and Data Collection to Support the Achievement of the MDGs and Other Internationally-Agreed Goals	5	1	-	1	-	-
JIU/REP/2016/6	Meta-Evaluation and Synthesis of United Nations Development Assistance Framework Evaluations, with a particular focus on Poverty Eradication	5	1	-	1	-	-
JIU/REP/2016/7	Comprehensive review of United Nations system support for small island developing States: final findings	9	8	7	8	-	-
JIU/REP/2016/8	State of the internal audit function in the United Nations system	9	5	2	-	4	1
JIU/REP/2016/9	Safety and security in the United Nations system	8	4	-	4	-	-
JIU/REP/2016/10	Knowledge Management in the United Nations system	7	3	-	1	-	2
Total for 2016		**63**	**38**	**11**	**17**	**11**	**13**

The following JIU reports dated 2016 are of relevance to UNFPA; no recommendation is addressed to UNFPA:

JIU/REP/2016/11 Administrative support services: The role of service centres in redesigning administrative service delivery

JIU/REP/2016/3 Comprehensive review of United Nations system support for small island development states: Initial findings

The following JIU report dated 2016 is not relevant to UNFPA:

JIU/REP/2016/1 – Review of Management and Administration in the International Telecommunication Union (ITU).

ANNEX 3
Status of implementation of JIU recommendations dated 2015, as at 31 January 2018

Report symbol	Report name	Total recommendations	Relevant to UNFPA	*Of which to governing bodies*	Implementation status of UNFPA relevant recommendations		
					Not accepted/ under consideration	Implemented	In progress/ to be started
JIU/REP/2015/1	Evaluation of mainstreaming of full and productive employment and decent work by the United Nations	7	1	-	-	-	1
JIU/REP/2015/2	Recommendations to the General Assembly of the United Nations for the determination of parameters of a comprehensive review of United Nations system support for small island developing States	6	-	-	-	-	-
JIU/REP/2015/3	Cooperation among the United Nations regional commissions	7	-	-	-	-	-
JIU/REP/2015/4	Public information and communications policies and practices in the United Nations system	6	6	1	-	4	2
JIU/REP/2015/5	Review of activities and resources devoted to address climate change in the United Nations system	6	5	1	-	-	5
JIU/REP/2015/6	Review of the organizational ombudsman services across the United Nations system	8	8	1	6	1	1
Total for 2015		**40**	**20**	**3**	**6**	**5**	**9**

The following JIU management letter, relevant to UNFPA, was received in 2015 (not publicly available); however, it did not contain any specific recommendations:

JIU/ML/2015/6 – Management letters on assessment of post-award contract management processes in 14 United Nations system organizations.

ANNEX 4
Review of relevant Joint Inspection Unit recommendations in 2017 for consideration by the Executive Board

Recommendations	Management comments
JIU/REP/2017/2 – Donor-led Assessments of the United Nations System organizations	
# 1: The legislative/governing bodies of the United Nations system organizations should encourage better access to, dissemination of and exchange of information concerning donor assessments among the Member States and should, in this context, call upon the executive heads to make such assessments publicly available by uploading them in an online global repository to be established by the Secretary-General of the United Nations for that purpose not later than 2018.	Supported.
# 2: Member States that are members of the Multilateral Organization Performance Assessment Network (MOPAN) should initiate an evaluation of MOPAN 3.0 methodology to assess its rigour and utility in providing the expected levels of information and determine its effectiveness in reducing the need for additional individual donor assessments.	Supported.
# 5: The legislative/governing bodies of the United Nations system organizations should request the executive heads to identify and provide adequate resources and support to the internal audit and evaluation offices of their respective organizations to enable them to provide the required levels of assurance that would help minimize duplication and overlap with external reviews, verifications and assessments conducted by third parties.	Support for legislative bodies to identify and provide resources to the two fiduciary oversight functions, to the extent that there is a proven correlation with the number of assessments and that otherwise, this would not adversely affect the resources devoted to the UNFPA mandate, its institutional capacity and its management oversight.
JIU/REP/2017/3 – Review of air travel policies in the United Nations system: achieving efficiency gains and cost savings and enhancing harmonization	
# 1: The legislative bodies of the United Nations system organizations should request their executive heads, who have yet to do so, to establish by 2019 a consistent percentage cost threshold below which the most direct route may be selected in lieu of the most economic route, taking into account the time thresholds established in each organization's travel policy for the selection of the most economic routes.	Already implemented.
JIU/REP/2017/5 – Outcome of the review of the follow-up to the Joint Inspection Unit reports and recommendations by the United Nations system organizations	
# 4: The legislative bodies of organizations which have not yet done so should request annual follow-up reports on the implementation of prior years' accepted JIU recommendations until their full implementation, by the end of 2018.	Reporting yearly to the Executive Board on all recommendations issued by the Unit until their closure requiring a different approach than today in terms of reporting to and time devoted by the Executive Board to this matter.

ANNEX 5
Programme of work of the Joint Inspection Unit for 2018 as related to UNFPA

1. Following system-wide consultations and suggestions, the Joint Inspection Unit identified 10 new topics in its Programme of Work for 2018 presented at the General Assembly together with the Unit's report for 2017. One topic was subsequently added.

2. Overall, nine topics are of interest to UNFPA as indicated in the table below and will be actively supported. Summaries of projects in the Programme of Work 2018 of relevance to UNFPA can be found in the Joint Inspection Unit report for 2017.

Item	Title	Type
1.	Managing cloud computing services in the United Nations system	System-wide
2.	Organizational change management in the United Nations system: Lessons learned and strategies for the future	System-wide
3.	Review of oversight committees in the United Nations system	System-wide
4.	Strengthening the policy research uptake in service of the 2030 Agenda	System-wide
5.	Review of the integration/mainstreaming of disaster risk reduction in the of United Nations system entities	System-wide
6.	Review of the United Nations system-wide Action Plan on Gender Equality and the Empowerment of Women (SWAP)	System-wide
7.	Review of management and administration of the Joint United Nations Programme on HIV/AIDS (UNAIDS)	Single organization
8.	Accessibility of the United Nations conferences and meetings for persons with disabilities	System-wide
9.	Review of Management and administration in the International Civil Aviation Organization (ICAO)	Single organization
10.	Progress report on recommendations – Report of the Joint Inspection Unit on South-South and Triangular Cooperation in the United Nations system	System-wide